

A Strategic Framework to Increase the Effectiveness of Promoting "5 A Day" At Retail

**Prepared for
California Department of
Health Services**

By

**Willard Bishop Consulting, Ltd.
&
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Introduction

Situation

The California Department of Health Services (CDHS) is interested in increasing the consumption of fruits and vegetables among low-income Californians by working more closely with food retailers.

To do this, CDHS needs a strategic framework that will provide the structure for developing a successful, multi-year nutritional program for the retail segment by ensuring that it addresses all key retail and consumer trends.

In the fall of 2000, CDHS asked Nuffer, Smith, Tucker (NST) and Willard Bishop Consulting (WBC) to conduct a study to help them better understand retailer:

perceptions,

⇒ preferences, and

⇒ interest

...in participating in “5 A Day” programs.



Objective

The key objective of this study is to develop a strategic framework that CDHS can use to guide development of a multi-year nutritional program that successfully achieves nutritional intervention with a large number of low-income households. The information developed in this project will help CDHS:

tailor new educational and promotional programs for specific supermarket segments so the programs will have the greatest impact.

develop criteria for partnerships that encourage increased consumption and sales of fruits and vegetables.

- ⇒ create a nutritional program that will be supported by both retail partners and key suppliers who can tie their products into the larger promotional program.



Approach

The conclusions and recommendations of this report are based on extensive research. The research process included several key activities, i.e.:

conducting 27 in-depth telephone interviews with wholesalers and retailers.

- ⇒ reviewing all available research to help substantiate interview findings.
- ⇒ developing a framework based on an analysis of trade interviews and secondary research.
- ⇒ validating the framework with retailers.
- ⇒ finalizing the framework based on retailer feedback.

Approach

To fully understand retailer and wholesaler preferences, perceptions, and experience with the CDHS “5 A Day” program, WBC conducted 27 in-depth telephone interviews with retailers and wholesalers with a wide-range of company sizes, consumer demographics, and locations across California.

Each of the in-depth telephone interviews was conducted with the individual who spearheads nutritional programs and “5 A Day” campaigns within their company.

Large Chains: Director/V.P. Produce or Corporate Nutritionist

- ⇒ Small Chains: General Manager or Owner
- ⇒ Independents: Owner
- ⇒ Wholesalers: V.P. Produce/Sales Manager

Discussions with these retailers and wholesalers focused on healthy programs and promoting the “5 A Day” program at retail.



Approach

WBC conducted 27 in-depth telephone interviews with 25 different California retailers and wholesalers.



Approach

To help round out the framework, WBC reviewed all available research, including the following studies previously conducted by CDHS:

California Nutrition Promotion Network Retailer Survey Report, November 20, 1999

- ⇒ California Department of Health Services Fast, Fun & Fit '98 Promotion Summary & Critical Analysis, July 15, 1998
- ⇒ Healthy Eating & Physical Activity Qualitative Research, November 13, 1998
- ⇒ Final Report and Analysis of the 1999 Network “5 A Day” Retail Grocery Plan, October 21, 1999
- ⇒ California Nutrition Network Concept Development and Testing for Fruit & Vegetable Consumption & Physical Activity, December 8, 1999
- ⇒ The Impact of the Convenience Store Poster on Supermarket Consumers, December 10, 1999
- ⇒ The California Destination Stop Evaluation Study, 2000
- ⇒ Consumer Intercept Survey, Eye on Retail.com, October 31, 2000

In addition to available CDHS research, WBC also reviewed industry studies on consumer health trends.

Overview of the Strategic Framework

Overview of the Strategic Framework

Introduction

The results of the retailer/wholesaler surveys suggest strong and growing interest in “5 A Day,” combined with a lack of confidence on how “5 A Day” can fit in with and strengthen retailer communications with their consumers.

“We use ‘5 A Day’ all over the produce department, but we’re not sure how effective it is.”

⇒ *“The ‘5 A Day’ kit’s good, but it could do a better job of explaining the food groups in practical terms.”*

⇒ *“Would like to have it be easier for us to get ‘5 A Day’ information into our ads.”*

This suggests the use of “5 A Day” and its impact can be enhanced if the California Department of Health Services establishes a strategic framework to guide development of materials in collaboration with retailers that “fills in” what retailers and other potential partners see as extensions and/or add-ons to the current programs that increase the value and impact of the “5 A Day” program.

Overview of the Strategic Framework

Role of the Strategic Framework

The CDHS “5 A Day” Strategic Framework will provide guidance for developing and implementing programs that will achieve the highest level of use and support among supermarket retailers.

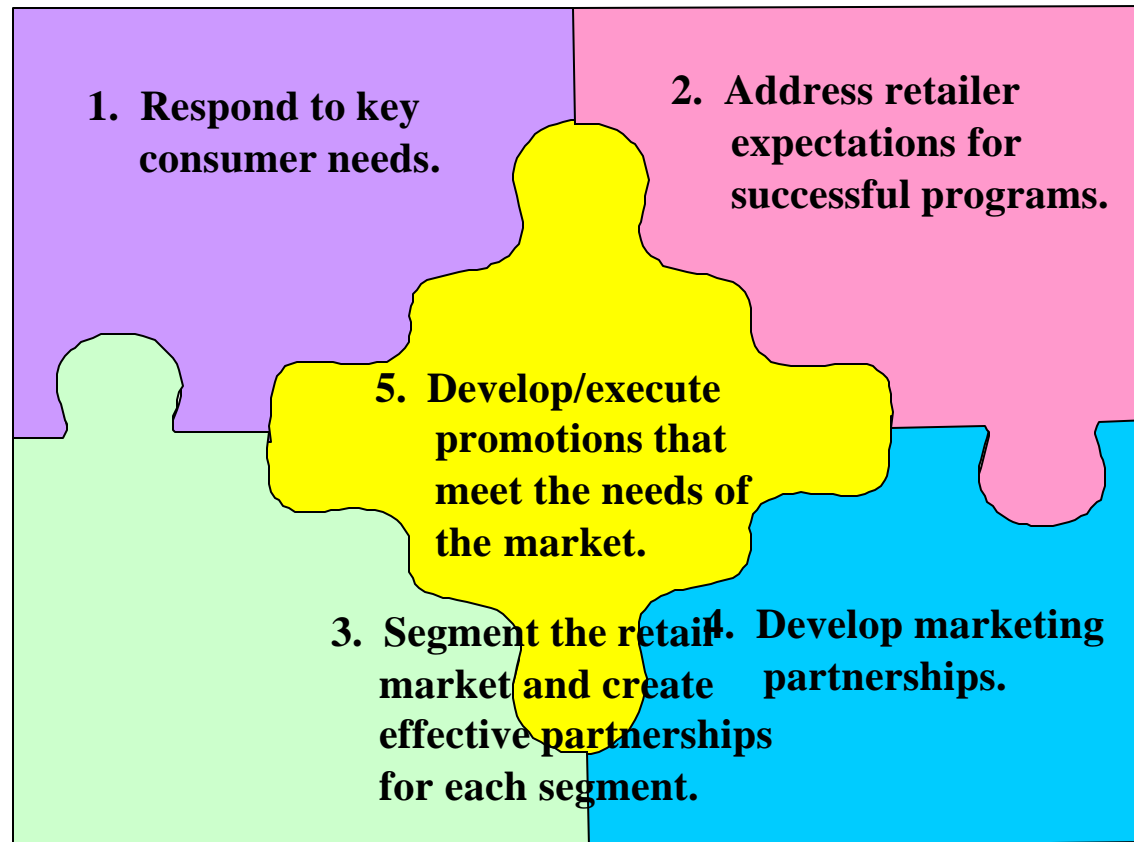
The framework is based on a thorough analysis of the current situation, and all available data.

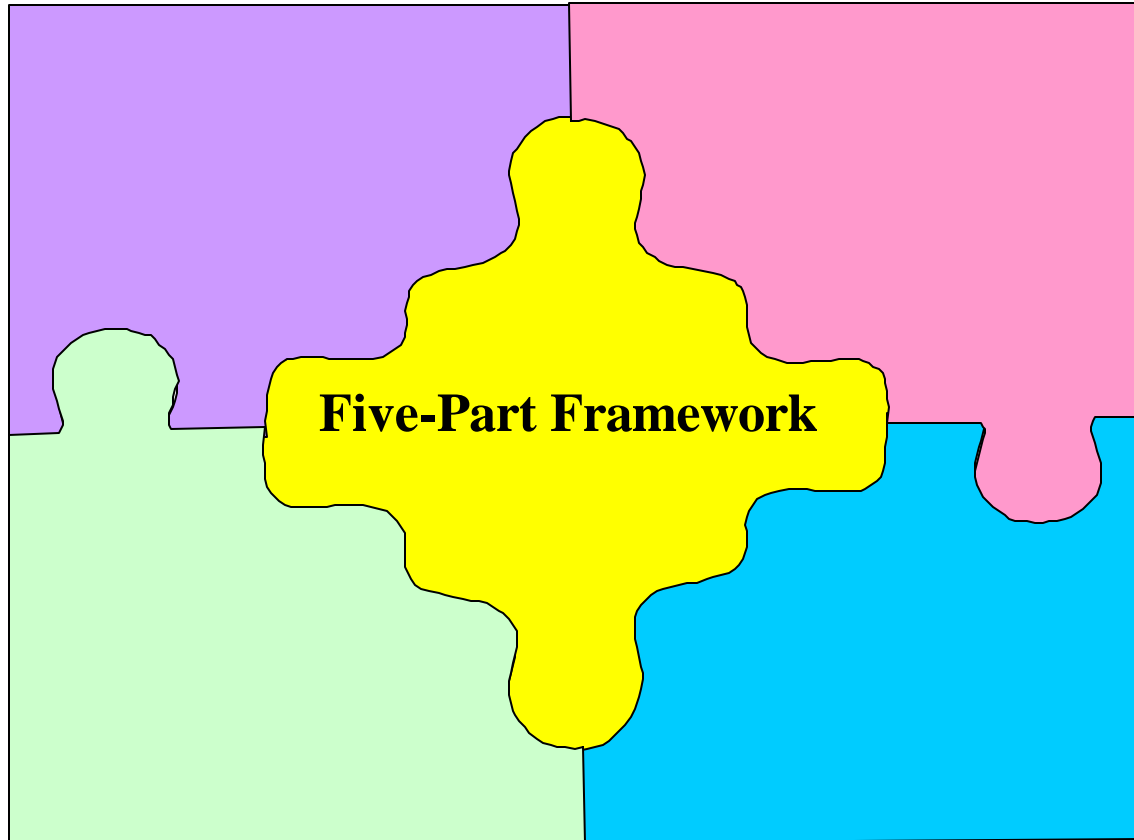
- ⇒ The framework can be thought of as both a checklist and a game plan to continually improve the in-store delivery -and effectiveness- of the “5 A Day” message.
- ⇒ The recommendations contained in this strategic framework provide a planning template that CDHS can follow in developing programs. The idea will be to use it as a:
- ⇒ backdrop for the department’s review of existing programs and promotions to identify opportunities to strengthen the offering.
- ⇒ guide in the development of new programs to help ensure that each new initiative contains all the essential elements to make it as good as it can be.

Overview of the Strategic Framework

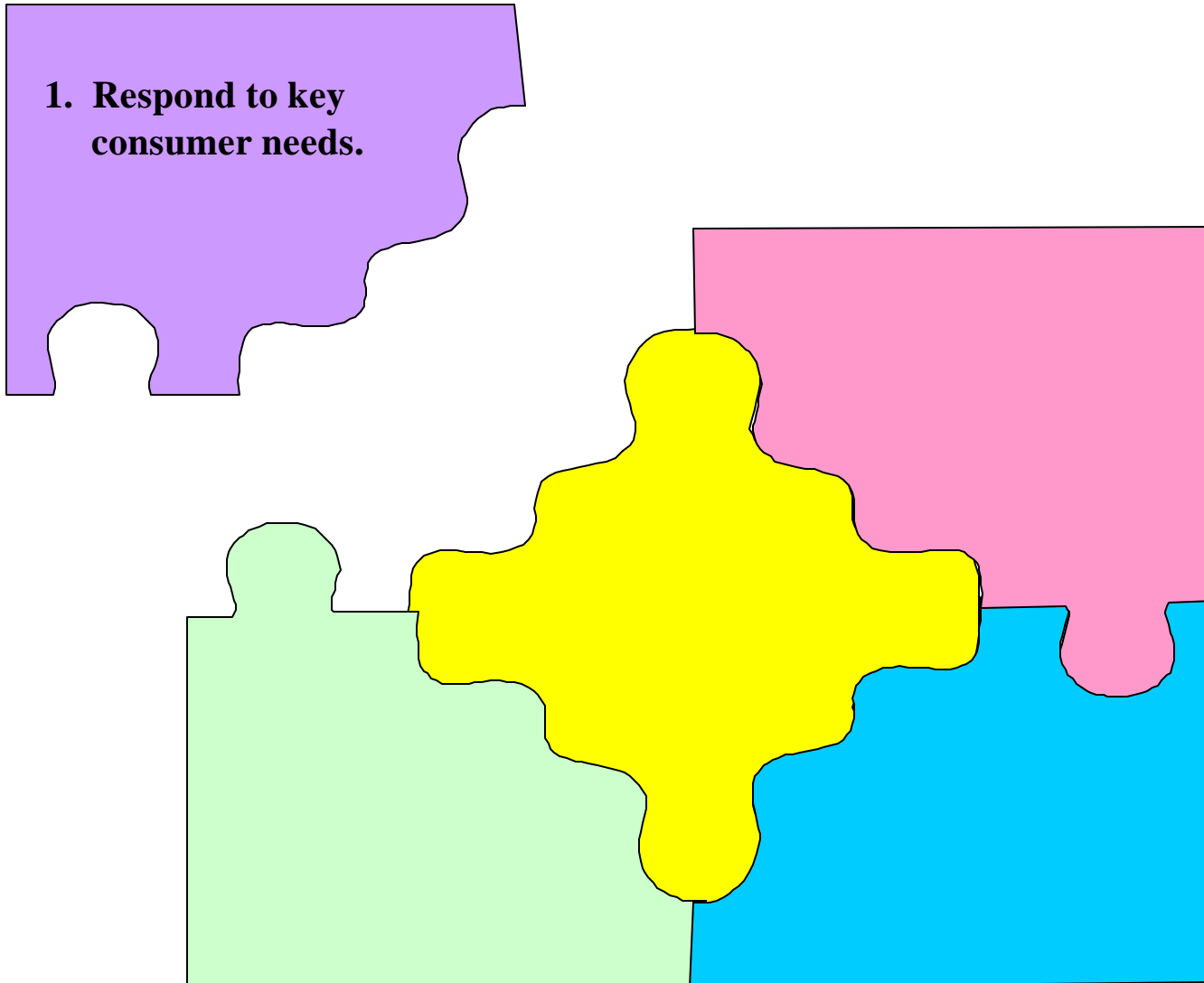
The “5 A Day” Five-Part Strategic Framework

The strategic framework for increasing “5 A Day” implementation, support, and value at retail contains five key components.





**1. Respond to key
consumer needs.**





1. Respond To Key Consumer Needs

Health Matters A Lot To Consumers

Consumers are taking an increasingly active role in improving/maintaining their own health and wellness. Furthermore, the vast majority of U.S. consumers (90%) report enjoying healthy eating.

Consumers recognize that healthy eating provides them with a wide-range of benefits, e.g.:

- ⇒ Maintaining a high energy level.
- ⇒ Avoiding health problems later in life.
- ⇒ Managing illness.

Consumers widely believe that maintaining health and wellness through healthy eating/nutritious food is preferable than through medications. but many shoppers--particularly younger ones--need help in converting raw ingredients into a healthy meal.

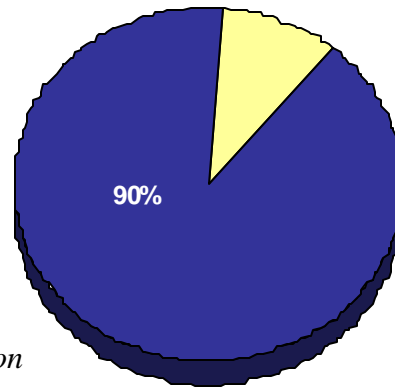
Implication: We must find ways to overcome some of the common barriers to buying more produce, i.e., consumers don't know how to select good produce.

1. Respond To Key Consumer Needs

Health Influences Purchases

Nine out of ten shoppers feel they can “greatly” or “somewhat” reduce the risk of getting certain diseases by eating healthy.

**Shoppers Who Believe They Can
Reduce the Risk of Disease by Eating Healthy
(% of Total)**



Shopping for Health 2000, FMI/Prevention

Most shoppers recognize the value of a healthy diet, and are interested in learning more about healthy foods and how to prepare them. At the same time, there is the perception that healthy doesn't always taste good.

Implication: consumers want to be given more current, specific nutritional information about produce and individual produce items, i.e., they feel that they have enough general information.



1. *Respond To Key Consumer Needs*

Kids Are a Central Focus

American society has become increasingly child-centered. Parents, society, and government can't do enough for children, e.g.:

- ⇒ Recent legislation in certain towns limits how much weight children can carry in their backpacks.
- ⇒ Several recent political campaigns centered on programs meant to protect children, e.g., gun control, anti-tobacco.
- ⇒ Parents are taking more preventative measures with their children's healthcare through increased consumption of vitamins, supplements, and healthy foods such as fruits and vegetables.



1. Respond To Key Consumer Needs

Kids Are a Central Focus

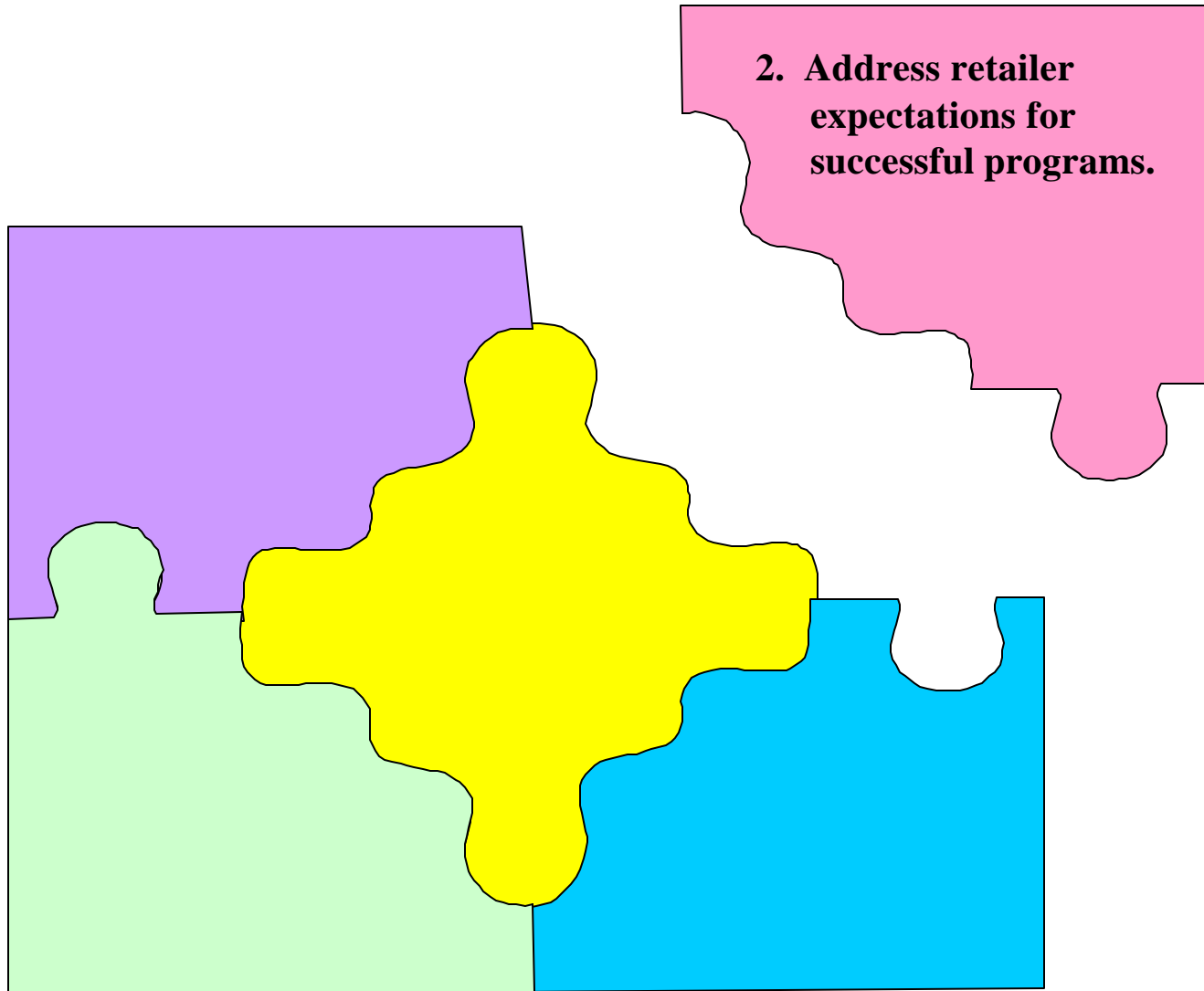
California retailers have recognized the importance of marketing directly to children and encouraging children to eat healthy foods.

“Focus promotions on children. It’s meaningful to all shoppers. We all want our children to be healthy.”

⇒ *“Educate the kids about eating healthy...fruits and vegetables...that’s where it starts.”*

In fact, several large supermarket chains offer special programs to educate and motivate children about healthy eating.

Implication: Ideally, every promotion or program will have some tie-in with kids.





2. Address Retailer Expectations For Successful Programs

Key Success Factors

Retailers and wholesalers across California largely agree on the strategic elements of a successful “5 A Day” program.

- ⇒ Drive retailer awareness/knowledge/use
- ⇒ Educate consumers
- ⇒ Tailor to consumer demographics
- ⇒ Ensure it’s kid-friendly
- ⇒ Tie into consumer trends
- ⇒ Make it bilingual
- ⇒ Benchmark performance

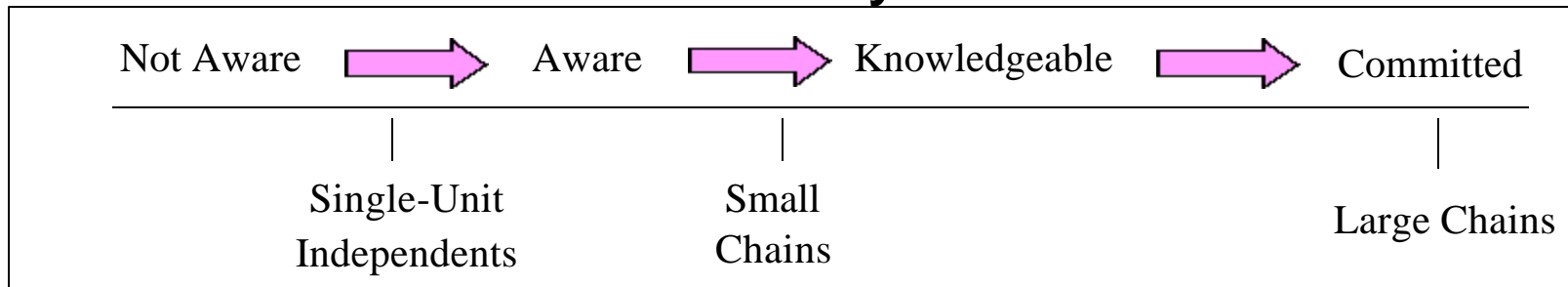
However, they recognize that executional tactics may differ by retailer size and consumer demographics.

2. Address Retailer Expectations For Successful Programs

Drive Retailer Awareness/Knowledge/Use

Larger chains are much more aware of – and committed to – the “5 A Day” program than small chains or single-unit independents.

The Retailer “5 A Day” Continuum



While small chains are typically aware of the “5 A Day” concept, they are not familiar with program detail and use “5 A Day” material sporadically. There is an opportunity to educate this group about program elements and benefits.

Single-unit independents are often unaware of the “5 A Day” program, but when informed, are interested in participating.

Implication: There is an opportunity to stratify the retail marketplace by company size and develop plans geared specifically to each size stratum.



Educate Consumers

Retailers of all sizes agree that educating consumers is the key to a successful “5 A Day” program.

⇒ Educational topics include:

- health/nutritional benefits of popular fruits and vegetables.
- selecting, preparing, slicing, storing, fruits and vegetables.

⇒ *“Consumers today need to be taught how to select a ripe piece of fruit, and how to slice it or use it at home.”*

⇒ *“The program needs to provide simple, easy recipe ideas.”*

⇒ *“Tell consumers why they ought to buy it.”*

Implication: A key to successful education involves repeating a simple message. There may be a need to investigate whether the “5 A Day” tag does the job adequately in this environment.



2. Address Retailer Expectations For Successful Programs

Tailor to Consumer Demographics

Education-Level

Consumers with higher educational levels are more likely to know about the benefits of healthy eating, probably due to their better understanding of health issues in general. This creates more barriers to eating healthy among less educated, lower-income individuals, whose eating behavior is based on:

taste.

⇒ price.

⇒ tradition.

Low-Income Consumers

Healthy food is perceived as not flavorful, expensive, and not within the traditional repertoire of foods consumed by limited-income women and their families.* The perceptions and lack of understanding among low-income consumers presents CDHS with some additional challenges that must be addressed in order to develop an effective “5 A Day” program targeted at low-income Californians.

**Nutrition Network for Healthy, Active Families, November 1998*



2. Address Retailer Expectations For Successful Programs

Tailor to Consumer Demographics

Low-Income Consumers (cont'd)

Opportunities for influencing fruit and vegetable consumption among low-income shoppers need to reflect:

- ⇒ selection, preparation, and storage methods to counter the lack of familiarity with fruits and vegetables.*
- ⇒ alternative cooking methods that emphasize the convenience of the methods, the quickness and ease in preparing foods using alternative methods.*
- ⇒ Although low-income shoppers know that they should eat more, they do not appear to be confident as to the health benefits resulting from eating fruits and vegetables.** Education among low-income consumers is key to helping them understand the benefits of “5 A Day”. In fact, messages with information on the health benefits as well as tips for how to store and prepare them in a convenient way appear to be the best way to initiate a change in low-income shoppers’ behavior.**

* *Nutrition Network for Healthy, Active Families, November 1998*

** *California Nutrition Network Concept Development and Testing for Fruit & Vegetable Consumption & Physical Activity, Regino Chavez, December 8, 1999.*



2. Address Retailer Expectations For Successful Programs

Tailor to Consumer Demographics (cont'd)

High-Income Consumers

Upscale retailers have different needs/expectations from the “5 A Day” program than stores serving middle-income or low-income communities. For example, upscale retailers may require information/material on exotic items, or more expensive items such as organic produce and value-added produce.

Ethnicity

The “5 A Day” program can develop/offer versions of promotional material designed for specific ethnic groups, e.g., Hispanic consumers, Asian consumers, etc. The idea is to focus on fruits and vegetables that are already popular with each consumer group, i.e., encourage consumers to purchase more of what they’re already buying.

Implication: Retailers are interested in programs that fit their unique needs and those of their customers. There is an opportunity to offer multiple program templates that can be accessed via the Internet and give retailers a choice.



2. Address Retailer Expectations For Successful Programs

Ensure It's Kid-Friendly

“Do it for the kids” is the mantra of consumers across California, and supermarket retailers recognize the power of ensuring the “5 A Day” program tailors material and events to children.

“I’d love to have kid-friendly material to give out.”

⇒ *“Kids are tomorrow’s shoppers. It’s never too early to educate them about healthy eating.”*

⇒ *“A child-oriented promotion will drive parents into the store. It’s perfect since families with kids is a target of ours.”*

⇒ *“We have a comprehensive children’s nutrition program that “5 A Day” could fit into.”*

Implication: Programs that get the kids’ attention/involvement and then move them to the store are viewed as very powerful by most retailers.

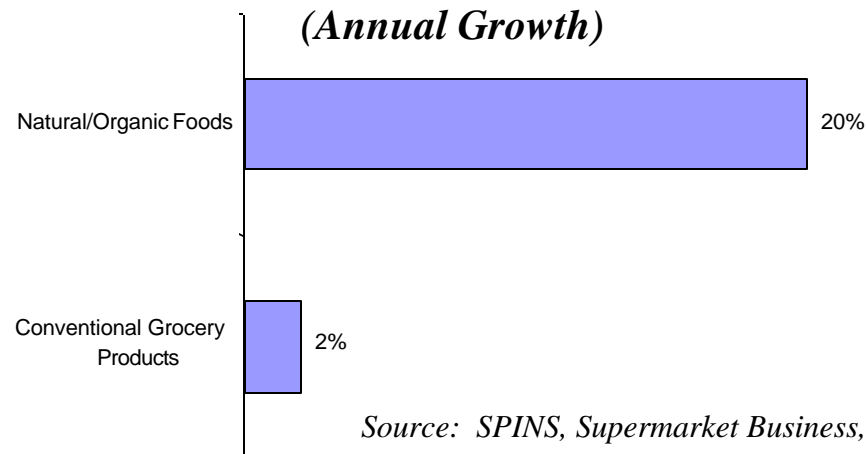
2. Address Retailer Expectations For Successful Programs

Tie Into Consumer Trends

Supermarket retailers widely agree that the “5 A Day” program has the opportunity to build off of increasing consumer interest in healthy eating.

Additionally, many retailers recommend a special focus on natural/organic fruits and vegetables, to complement the explosion of natural/organic food products across the store.

Natural and Organic Products Experiencing Explosive Growth Across The Store



Source: SPINS, Supermarket Business, Willard Bishop Consulting, Ltd.

Implication: While natural and organic have only limited sales today, retailers expect that with quality improvements these products represent a strong tie-in opportunity for “5 A Day.”



2. Address Retailer Expectations For Successful Programs

Make It Bilingual

Small chains and single-unit grocers strongly request “5 A Day” material that is either bilingual (English and Spanish) or available in English-only and Spanish-only versions.

“I’ve used some English “5 A Day” material in some stores. But I need it in Spanish to use in the rest of my stores.”

⇒ *“I have a lot of Hispanic shoppers. I need bilingual signs, posters, and recipe cards.”*



2. Address Retailer Expectations For Successful Programs

Benchmark Performance

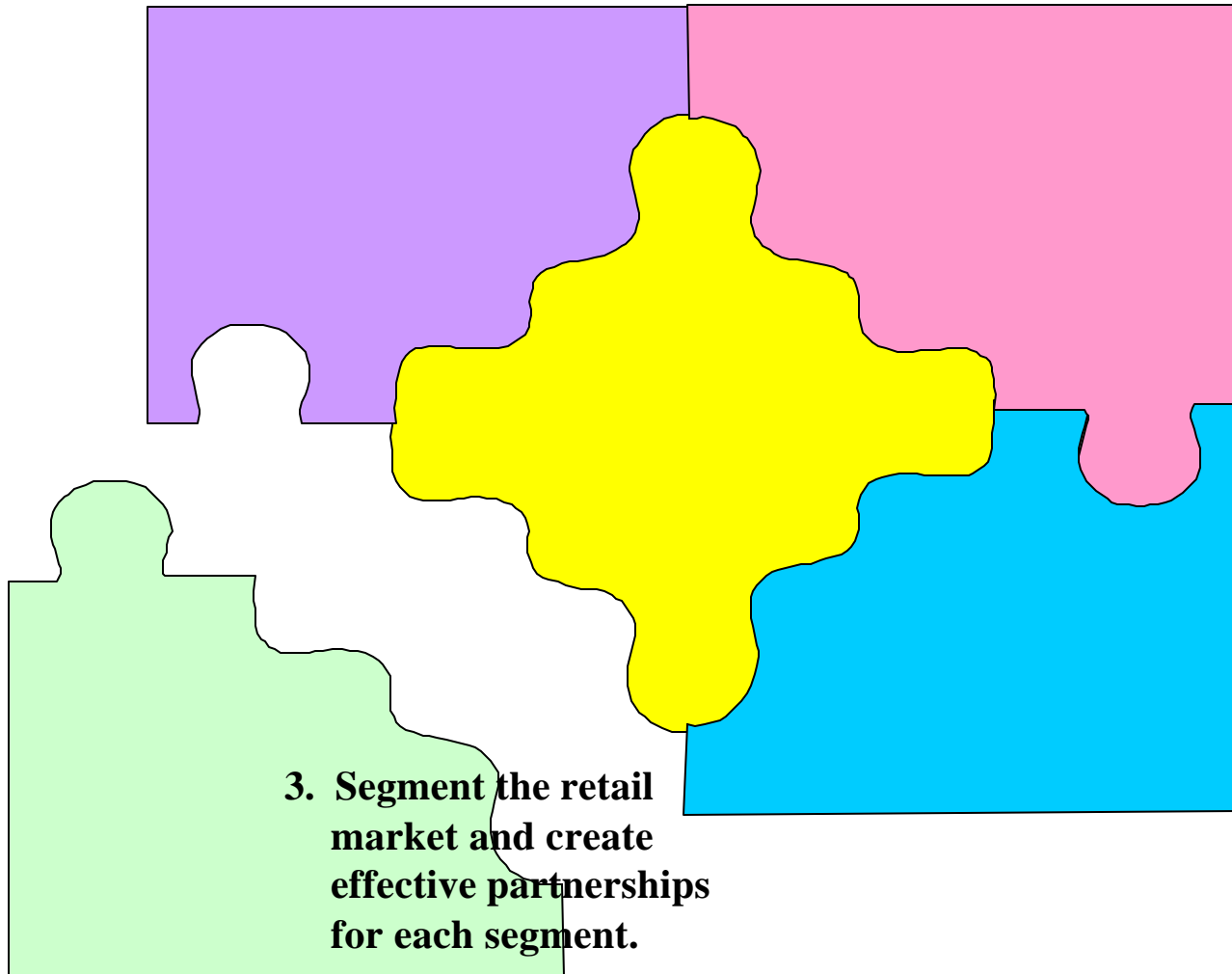
Supermarket retailers are focused on managing their operational costs and continually improving performance. Consequently, they're looking for "proof" that they'll benefit from participating in the "5 A Day" program. *"It costs me \$17/hr. in labor to assemble "5 A Day" displays. I need to know if it's worth it, or I'll just throw most of it away."*

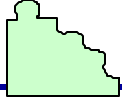
All retailers would be more likely to participate in "5 A Day" programs if they were confident in the expected impact/benefit from participating.

CDHS has a great opportunity to begin establishing performance benchmarks indicating the measurable impact/lift associated with specific program elements.

CDHS can collect performance data from a wide-range of retailers (large chains, small chains, single-unit independents) and report benchmarks accordingly.

Implication: Retailer enthusiasm for "5 A Day" will increase if they have access to information that shows that the program has a measurable impact on sales and/or customer loyalty.





3. Segment The Retail Market & Create Effective Partnerships

Segment The Retail Market

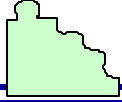
CDHS has an opportunity to drive awareness, knowledge, and implementation of the “5 A Day” program by developing offerings tailored to three retailer segments.

Large Chains

⇒ Small Chains

⇒ Single-Unit Independents/Wholesalers

Each segment has unique needs and expectations. Elements of a program tailored to each segment are highlighted on the following pages.



3. Segment The Retail Market & Create Effective Partnerships

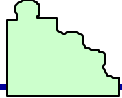
Large Chains

Special Circumstances

Large chains typically have the greatest number of restrictions relative to using third-party promotional material. Consequently, large chains are not looking for large-sized display and signs to use in-store.

“We have issues with the CDHS signage. Our chain doesn't want dangling signs which create clutter.”

- ⇒ *“The company has standards...nothing can hang down and interfere with the store visuals.”*
- ⇒ *“We have restrictions on display and sign size, especially in the produce department.”*
- ⇒ *“They (CDHS) offer a lot of creative, beautiful signs, but most are rejected because they don't fit within our sign restrictions.”*



3. Segment The Retail Market & Create Effective Partnerships

Large Chains

Educational Materials

Large chains highly value “5 A Day” educational material designed for consumers and employees. These retailers also recommend, focusing educational material on a handful of key issues and topics. e.g.:

Explain “5 A Day” concept in general.

- What does it mean?

- What is included?

- ⇒ Health benefits of popular produce items.

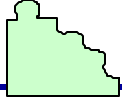
- ⇒ How to select, slice, and store produce.

Ideally, large chains would like educational materials to focus on the most common fruits and vegetables for the general population, and for large demographic groups, e.g., Hispanic consumers and Asian consumers.

“Don't just say 'eat more fruits and vegetables to reduce risk of cancer' ...tie benefits of tomatoes to reducing colon cancer in men.”

- ⇒ *“Offer common sense ways to eat more produce.”*

- ⇒ *“All consumers need to be educated and reminded about the benefits.”*



3. Segment The Retail Market & Create Effective Partnerships

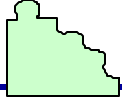
Large Chains

Children's Programs

Large chains across California already offer a wide-range of programs to attract, entertain, and educate children. They would welcome child-oriented CDHS “5 A Day” material, activity sponsorships, etc., that they could incorporate into their existing children's programs.

*“(CDHS) organized a **Fruit & Vegetable Olympics** for kids featuring activities such as **Coconut Bowling**. This was a big hit!”*

⇒ *“We're always running kids programs. We even have a Kid Ambassador in each store to lead these efforts. Over the past 18 months, we've conducted 1,100 store tours for over 25,000 school children. We'd welcome “5 A Day” involvement.”*



3. Segment The Retail Market & Create Effective Partnerships

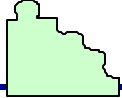
Large Chains

Children's Programs (cont'd)

Large chains suggested a few key ways that “5 A Day” could tie into their existing children's programs. E.g.:

Classroom Projects -- “5 A Day” could heavily emphasize and aggressively promote their current “classroom” program which provides local schools with *project kits*, including a class assignment, instructions, and necessary materials.

- ⇒ These projects would address health/nutrition topics and educate children about fruits and vegetables.
- ⇒ The kits could also tie in with a local supermarket that provides project material such as fruits and vegetables.
- ⇒ The project would culminate in a store tour at the participating supermarket. And, the completed classroom project deliverables could be displayed at the supermarket.

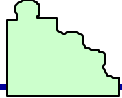


3. Segment The Retail Market & Create Effective Partnerships

Large Chains

Children's Programs (cont'd)

- ⇒ ***Contests*** -- “5 A Day” could organize, sponsor, and conduct in-store children's contests, e.g., recipe contests, poster/coloring contests, etc.
- ⇒ ***Activity Books*** -- “5 A Day” could provide stores with activity books, coloring books, and/or stickers to promote:
 - “5 A Day” program.
 - healthy eating.
 - specific fruits and vegetables.



3. Segment The Retail Market & Create Effective Partnerships

Large Chains

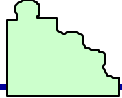
Demos and Sampling

Large chains consider demos and sampling as an ideal way to educate consumers, create in-store excitement, and increase sales. They also believe in the power of demos and sampling within the produce department to increase awareness, knowledge, trial, and sales of fresh fruits and vegetables.

The “5 A Day” program can support large chain demo and sampling initiatives by:

- ⇒ providing fresh fruit and vegetable demo ideas/concepts along with value-added educational hand-out material and/or demo employee “talking points”.
- ⇒ Sponsoring demos in the produce department conducted by the chains own demo services.

Implication: Since large chains typically attract more promotional spending by suppliers, there is an opportunity to develop demo/sampling programs that tie to specific large chains and to create strong support for the program.



3. Segment The Retail Market & Create Effective Partnerships

Large Chains

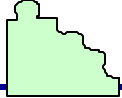
Recipes

Retailers of all sizes greatly appreciate “5 A Day” recipes in-store and in-ad to drive consumption and sales of fruits and vegetables. Specifically, retailers are looking for recipes that would have the following characteristics:

Promote seasonal fruit and vegetables, and be quick and easy to prepare

- ⇒ Require no more than 6-7 common ingredients
- ⇒ Use utensils and equipment that can be found in most homes
- ⇒ Available in bilingual versions for use in heavy ethnic areas

Retailers also admit that recipe cards are less impactful in heavily ethnic areas with a large number of first-generation immigrants who may not have a strong command of the English language. Consequently, CDHS may want to develop a special line of picture-only recipes targeted to these areas, similar to IKEA's picture-only furniture-building instructions that are designed for use around the world.



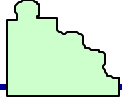
3. Segment The Retail Market & Create Effective Partnerships

Large Chains

Advertising Material

Large chains are quite willing to promote “5 A Day” in their weekly ad, and ask for the following supportive material.

- ⇒ “5 A Day” logos (most already use this)
- ⇒ Brief, bullet-point commentary for common fruits and vegetables, e.g.,
 “A good source of Vitamin A”
- ⇒ Quick and easy recipes
- ⇒ Celebrity endorsements -- *“My shoppers are more likely to be attracted to our produce ads if Tiger Woods or a movie star is endorsing consumption of fruits and vegetables. I don't think endorsements from the government or medical organizations have the same advertising impact.”*



3. Segment The Retail Market & Create Effective Partnerships

Large Chains

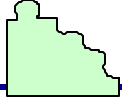
Media Tie-ins

Larger retailers look forward to promoting the same “5 A Day” messages in-store, in the weekly ads, and on their Web sites. In fact, they may also be agreeable to providing a link on their own Web site to a “5 A Day” site, and other healthy eating/produce sites, such as www.aboutproduce.com (provided by the Produce Marketing Association and the Produce for Better Health Foundation).

Medical Organization Partnerships

Large chains also see the power of linking the “5 A Day” program to relevant medical associations, e.g., American Dietetic Association, Cancer Research Foundation, etc. These partnerships could generate store-level educational material that would attract more consumer attention than material produced by only one organization.

Implication: There is a need to maintain multiple points of contact in the larger chains to be sure the “5 A Day” program gets buy-in with the right people in each large company.



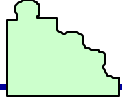
3. Segment The Retail Market & Create Effective Partnerships

Small Chains

Special Requirements

Small supermarket chains in California reflect the great diversity of the State's population. Some small chains focus on serving lower-income consumers, while others serve specific ethnic groups. Some even focus on serving affluent, upscale consumers. Accordingly, *“one size does not fit all,”* i.e., small chains require promotions and material tailored to the unique needs of their target consumers.

Small chains also operate stores of different sizes. Consequently, “5 A Day” may need to create versions of their displays and signs for use in small, mid-sized, and large store formats.



3. Segment The Retail Market & Create Effective Partnerships

Small Chains

Nutritional Information/Recipes

Since most small chains do not have their own nutritional information to distribute in-store or in their weekly ads, they would welcome “5 A Day” nutritional information/material.

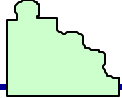
Additionally, many small chains would gladly distribute other “5 A Day” material such as recipe cards.

However, small chains agree that all “5 A Day” material must be kept fresh and relevant for maximum impact. They don't feel they're currently getting as high a level of “5 A Day” attention as the larger chains.

“We haven't received any new materials for a while.”

⇒ *“We had to take down the displays because they were old and damaged.”*

⇒ *“When things don't change they become a fixture and no one pays attention to them.”*



3. Segment The Retail Market & Create Effective Partnerships

Small Chains

Advertising Format

Small chains typically produce weekly ads, but have few resources dedicated to developing their ads. Consequently, they'd greatly appreciate “5 A Day” to provide advertising material that was either:

pre-formatted/ready-for-production, or

⇒ tailored to chain's format specifications.

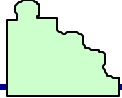
Upscale Tie-ins

Small chains operating upscale stores have a unique set of needs. They're interested in tying in “5 A Day” recipes with in-store chef/cooking demonstrations.

Low-Income Market Opportunities

A number of small chains have become very successful serving diverse lower-income market areas where traditionally there has been less large-chain competition.

Implication: Targeting small chains with an orientation to the low-income market and an interest in “5 A Day” will produce strong retail partners.



3. Segment The Retail Market & Create Effective Partnerships

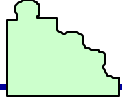
Small Chains

Community Programs

Most small chains do not have their own, proprietary “community programs”, but are quite willing to participate in vendor programs.

However, some small chains see an opportunity to use “5 A Day” as a new platform for their own community programs. e.g.:

- ⇒ “5 A Day” could help small chains promote and organize programs including in-store healthy eating seminars/tours for children and adults.
- ⇒ “5 A Day” could also help small chains reach out to local schools by developing and managing “classroom project” programs.



3. Segment The Retail Market & Create Effective Partnerships

Single-Unit Independents/Wholesalers

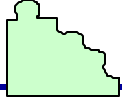
Special Requirements

The majority of single-unit independent supermarket operators interviewed are not aware of the “5 A Day” program. However, when the program is described to them, most are very interested in participating.

Consequently, CDHS has an opportunity to develop a “go to market strategy” to drive awareness of “5 A Day” among single-unit supermarket operators.

Unfortunately, wholesalers do not appear to be highly motivated to “sell” the “5 A Day” concept to their retail customers.

CDHS will need to promote “5 A Day” directly to single-unit supermarket retailers.



3. Segment The Retail Market & Create Effective Partnerships

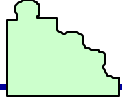
Single-Unit Independents/Wholesalers

Orientation Kits

To drive “5 A Day” awareness and participation among single-unit independents, CDHS can develop an orientation kit that is mailed directly to some/all of these retailers. This kit will:

educate retailers about the “5 A Day” program.

- ⇒ contain sample material for retailer review.
- ⇒ provide order forms allowing retailers to order versions of promotional material (displays, signs, recipes, etc.) that best meets their needs.
- ⇒ This direct mail tactic should allow CDHS to “cover” the greatest number of single-unit independents without significantly increasing the size of their account team.



3. Segment The Retail Market & Create Effective Partnerships

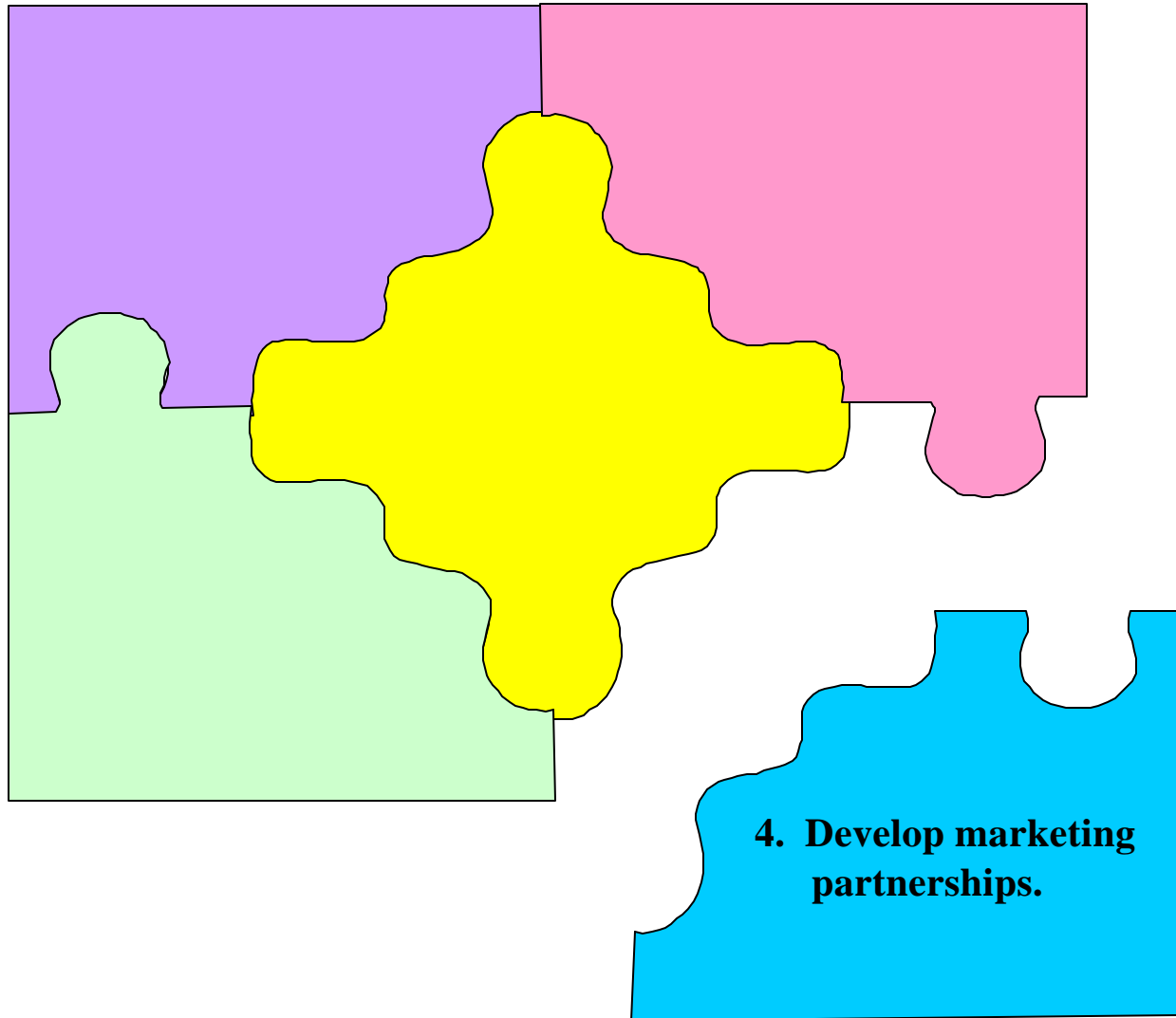
Single-Unit Independents/Wholesalers

Promotional Material

Single-unit supermarkets are quite receptive to using “5 A Day” promotional material in-store, e.g., displays, signs, recipe cards, etc. In fact, since most of these retailers do not follow formal marketing programs, they’ll use “5 A Day” material if they like it and it is compatible with their overall business goals.

Advertising

There is an opportunity to provide single-unit independents or their ad groups with “ready-to-use” logos/ad slicks that can be easily incorporated into their weekly ads.





4. *Develop Marketing Partnerships*

Opportunity

“5 A Day” marketing partnerships with other industry organizations can build consumer and retailer enthusiasm, energy, and interest around the “5 A Day” program. These partnerships will ultimately support and enhance tactical concepts highlighted in Step 3 of the framework.

Three top examples of marketing partnerships include “5 A Day” tie-ins with:

- ⇒ branded manufacturers.
- ⇒ medical programs/organizations.
- ⇒ commodity groups.



4. *Develop Marketing Partnerships*

“5 A Day” Tie-In With Branded Manufacturers

“5 A Day” has an opportunity to co-promote with complementary branded products that are typically purchased and consumed with fruits and vegetables.

A similar partnership in another part of the store involves a tie-in between eggs and Lender’s Bagels using a tear-off coupon.

- ⇒ Promoting “5 A Day” fresh fruits and vegetables on complementary branded product packages, on shelf-talkers or signs in front of branded product displays in the grocery section should drive consumers to the produce department to buy the promoted fruit or vegetable and receive a “tear-off” coupon, but the impact of the promotion should be promoted through pilot tests.



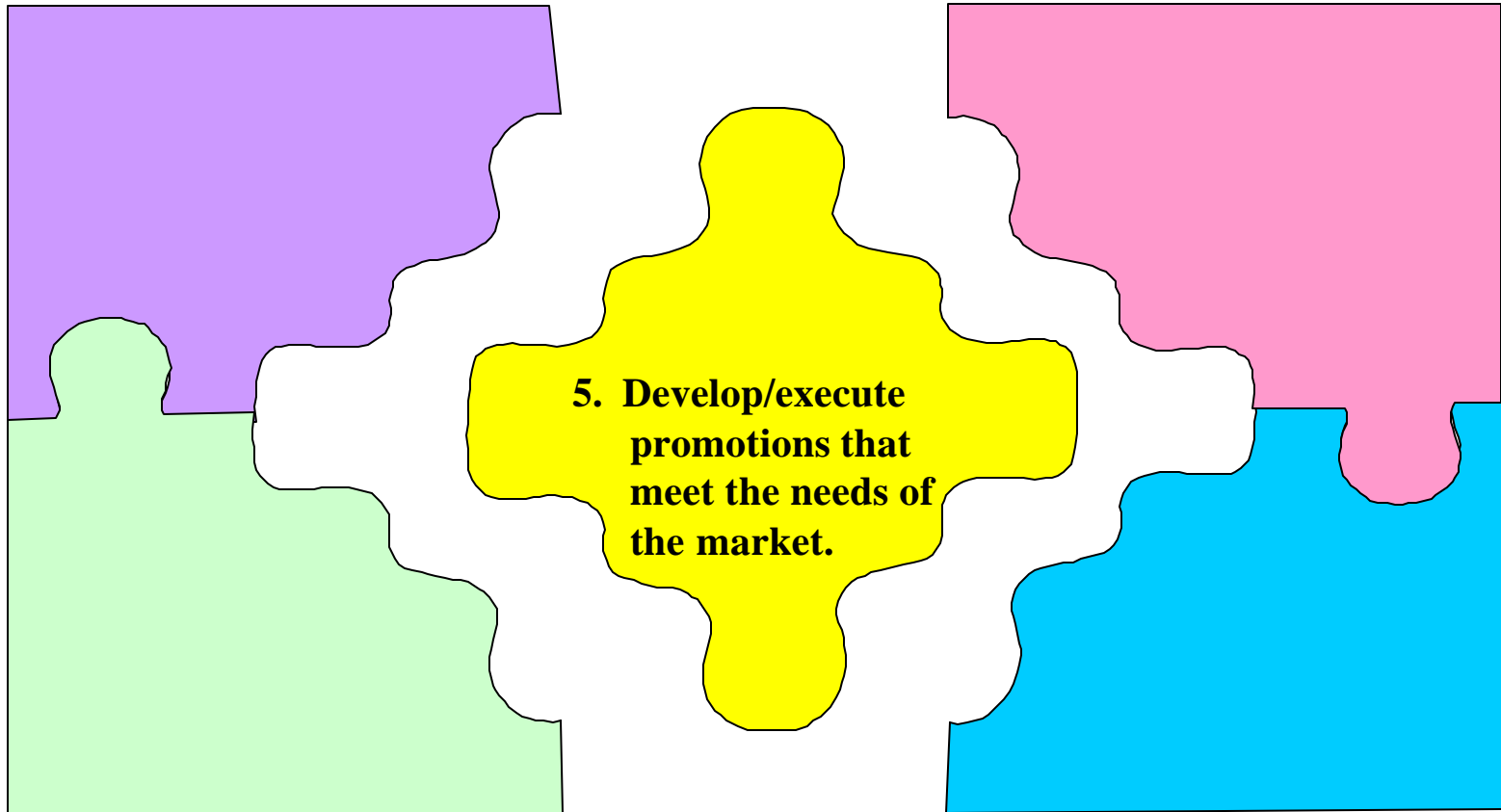
4. Develop Marketing Partnerships

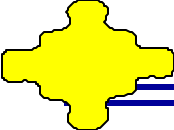
“5 A Day” Tie-ins with Medical Programs/Organizations

“5 A Day” can also enhance it’s presence by tying-in with medical programs such as cancer prevention (Cancer Research Foundation), pediatricians, etc. These partnerships can yield new educational material and promotional concepts.

“5 A Day” Tie-Ins With Commodity Groups

“5 A Day” can generate increased interest and excitement in the produce department by tying-in with California-based produce promotion boards, e.g., California Tree Fruit Agreement, California Strawberry Commission, California Table Grape Commission.





5. *Develop/Execute Promotions*

Putting it all Into Action

The recommendations contained in the first four sections of the strategic framework provide a template that can guide development of “5 A Day” programs. Now, CDHS has an opportunity to put the strategic framework into action which involves the following four activities:

Developing “5 A Day” promotional program that include all key elements

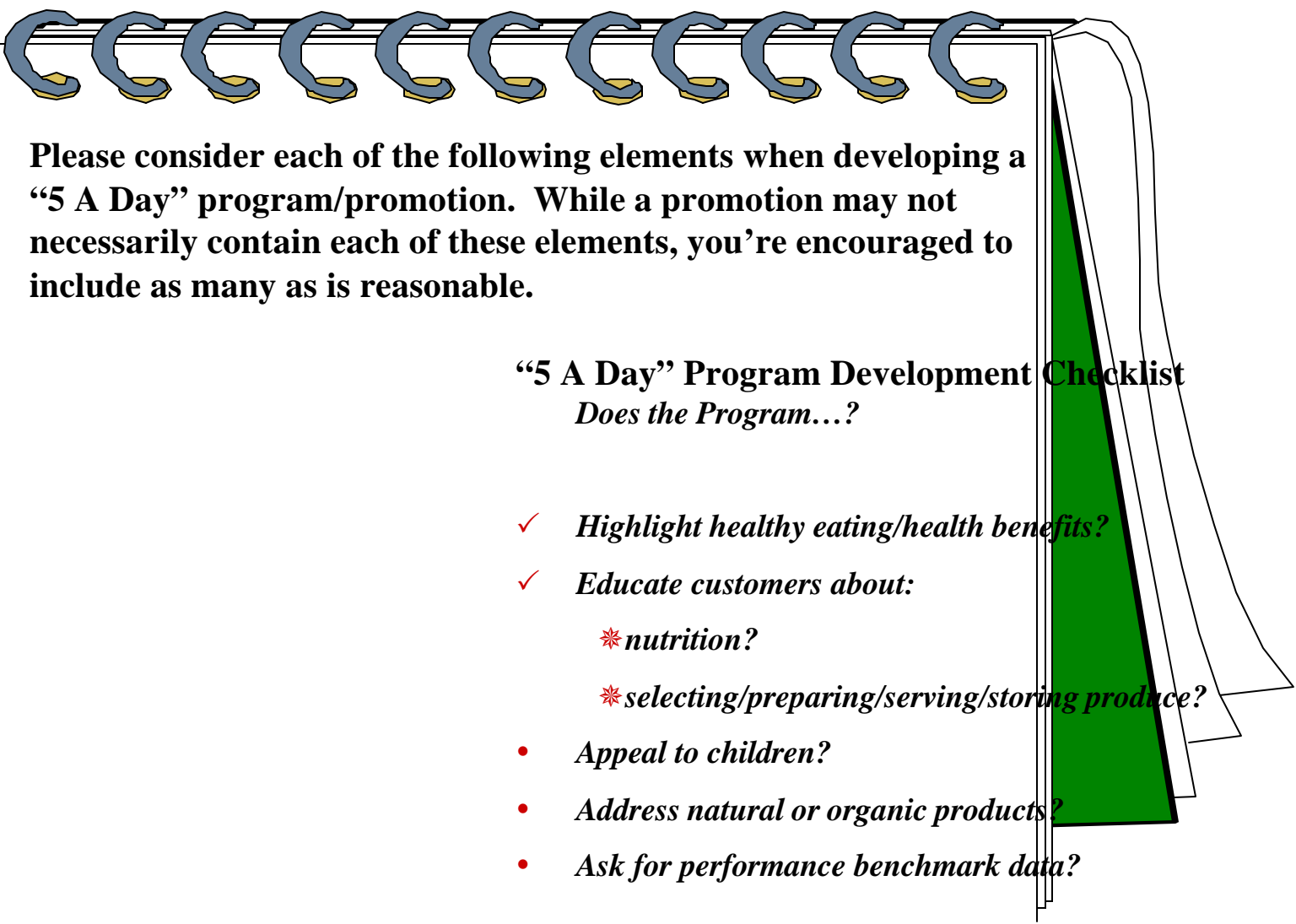
- ⇒ **Offering** a range of different promotional materials designed to meet the needs of specific retailer and consumer segments, e.g.:
 - retailers: large chains, small chains, single-unit independents.
 - consumers: high-income, low-income, ethnic, English/Spanish, etc.
- ⇒ **Selling** the program to retailers.
- ⇒ **Executing** the program in-store.

Following is a checklist to help make this happen.



5. Develop/Execute Promotions

Developing the Program



Please consider each of the following elements when developing a “5 A Day” program/promotion. While a promotion may not necessarily contain each of these elements, you’re encouraged to include as many as is reasonable.

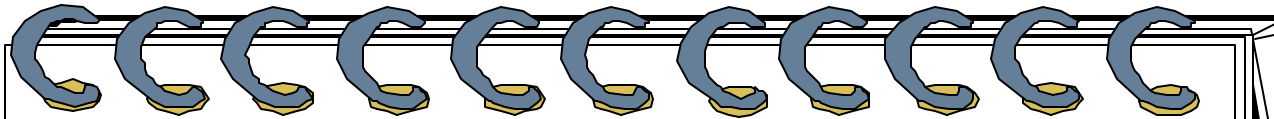
“5 A Day” Program Development Checklist *Does the Program...?*

- ✓ *Highlight healthy eating/health benefits?*
- ✓ *Educate customers about:*
 - * *nutrition?*
 - * *selecting/preparing/serving/storing produce?*
- *Appeal to children?*
- *Address natural or organic products?*
- *Ask for performance benchmark data?*



5. Develop/Execute Promotions

Developing the Program Cont'd



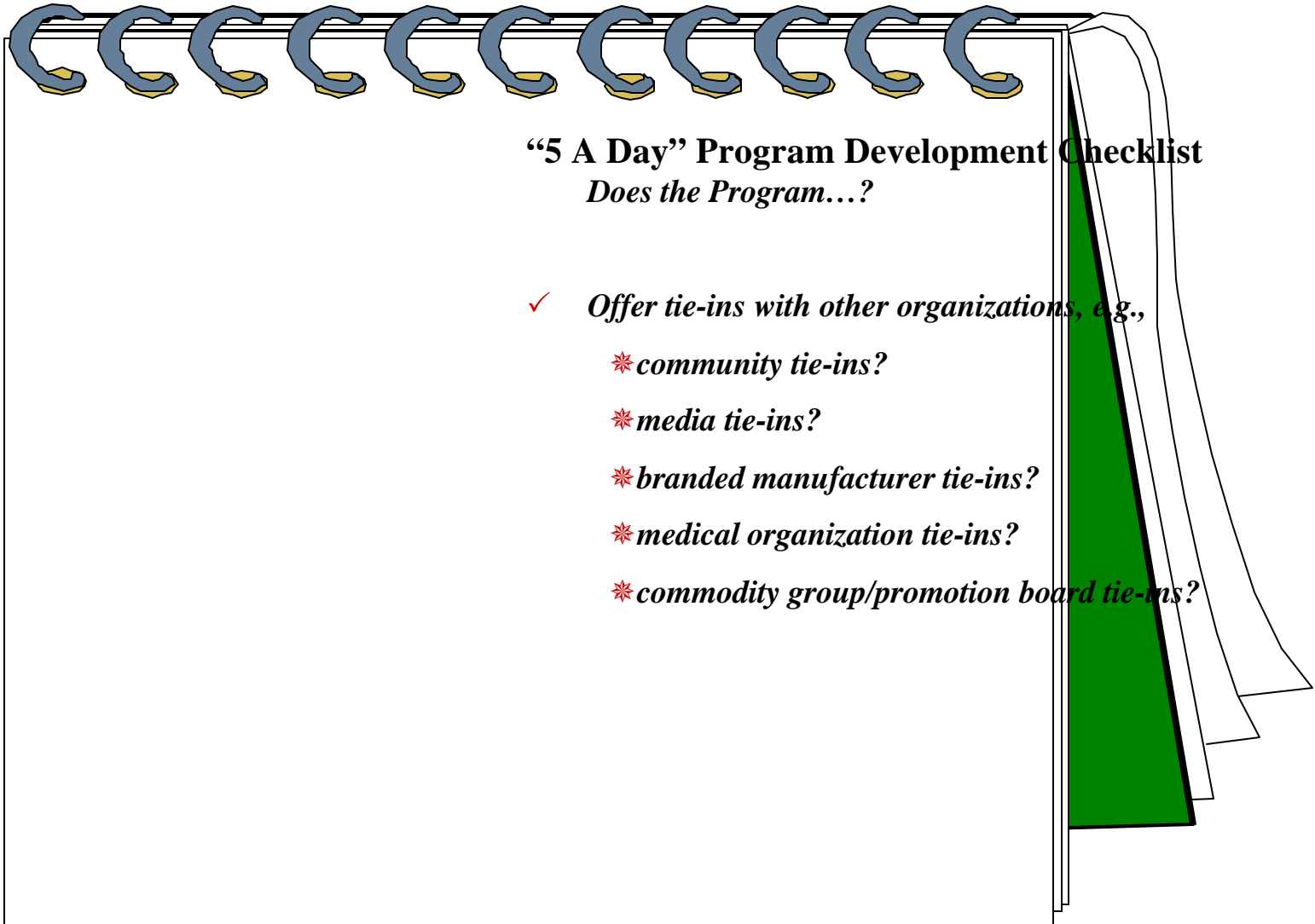
“5 A Day” Program Development Checklist *Does the Program...?*

- ✓ *Offer advertising-ready logos, recipes, information, factoids,*
- ✓ *Provide relevant promotional material, e.g.,*
 - * *signage?*
 - * *brochures?*
 - * *recipes?*
 - * *sampling?*
- *Tailor promotional material to appropriate*
 - * *ethnic groups?*
 - * *languages? E.g.,*
 - *English version*
 - *Spanish version*
 - *English/Spanish bilingual version*



5. Develop/Execute Promotions

Developing the Program cont'd.



“5 A Day” Program Development Checklist
Does the Program...?

- ✓ Offer tie-ins with other organizations, e.g.,
 - *community tie-ins?
 - *media tie-ins?
 - *branded manufacturer tie-ins?
 - *medical organization tie-ins?
 - *commodity group/promotion board tie-ins?

Offering a Range of Different

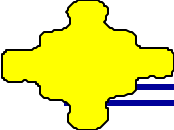
CDHS needs to tailor promotional material to best meet the needs of specific retailer and consumer segments, e.g.,

- ⇒ Retailers: large chains, small chains, single-unit independents.
- ⇒ Consumers: high-income, low-income, ethnic group, language, etc.

Additionally, CDHS can offer “modules” allowing retailers the opportunity to tailor their promotional material orders to their specific needs.

Large chains would likely need to approve of the “base program” and then allow individual stores to order their own materials.

- ⇒ Small chains and single-unit independents could order the materials that make the most sense for their own stores/customers.



5. *Develop/Execute Promotions*

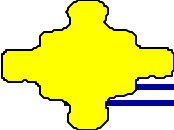
Selling the Program

Efficiently and effectively “selling” the “5 A Day” program to supermarket retailers across California is a significant challenge.

To most effectively reach these retailers, CDHS needs to develop and implement a customer relationship management approach that includes a key account sales force structure designed to “touch” retailers across each retail and consumer segment in a cost-effective way.

Other elements of an effective selling plan include:

- broadcast announcements of new promotions via direct mail and e-mail.
- CDHS Website highlighting program components and allowing retailers to order program material on-line.



5. Develop/Execute Promotions

Executing the Program

CDHS can support in-store execution of their “5 A Day” program by offering a variety of support services via a “5 A Day” Website. E.g:

Provide answers to frequently asked in-store execution questions.

- ⇒ Offer online opportunity for retailers to ask additional questions with expectation of a prompt response, e.g., within 24 hours.
- ⇒ Highlight “best executional practices” observed in the field.
- ⇒ Provide a forum for retailers to ask other retailers questions, or make general comments to share with other retailers.
- ⇒ Encourage basic training on the proactive selling of produce and perhaps even the use of incentive programs that help prepare store-level personnel to both better understand the “5 A Day” program and be more prepared to help shoppers more confidently purchase more produce.